

Message Text

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SUBJECT: ENVIRONMENT COMMITTEE: 1977 PROJECTS--MANAGEMENT
OF URBAN SERVICES

REF: STATE 91456

1. UNLESS THE MISSION HAS OBJECTIONS, PLEASE PASS FOLLOWING TO SECRETARIAT AS THE PROMISED U.S. COMMENT ON THE 1977 PROJECT ON THE MANGEMENT OF URBAN SERVICES:

A. AS THE ENVIRONMENT DIRECTORATE IS PRESUMABLY AWARE, THE COMMITTEE ON SCIENTIFIC AND TECHNOLOGICAL POLICY (CSTP) IS NEARING THE COMPLETION OF A PROJECT ON "POLICIES FOR INNOVATION IN THE SERVICE SECTOR." A LARGE NUMBER OF CASE STUDIES AND A DRAFT ANALYTICAL REPORT BASED ON THESE STUDIES HAVE BEEN COMPLETED, AND A FINAL REPORT UNCLASSIFIED

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IS EXPECTED IN A FEW MONTHS. WHILE IT DOES NOT APPEAR

THAT ALL OF THE WORK AND RESULTS OF THIS CSTP PROJECT HAVE DIRECT RELEVANCE TO THE INTERESTS OF THE ENVIRONMENT COMMITTEE, PARTS OF IT DO. WE THEREFORE URGE THAT--IF IT HAS NOT DONE SO ALREADY--THE DIRECTORATE THOROUGHLY EXAMINE THE BACKGROUND WORK AND CONCLUSIONS OF THE CSTP PROJECT BEFORE PROCEEDING TO DEFINE THE FINAL OUTLINES OF THE MANAGEMENT OF URBAN SERVICES PROJECT.

B. ON THE ASSUMPTION THAT IT WILL BE CONCLUDED THAT THERE IS AMPLE GROUND FOR THE ENVIRONMENT COMMITTEE TO CONDUCT USEFUL AND NON-DUPPLICATIVE WORK IN THIS AREA, WE RECOMMEND THAT THE "OBJECTIVES" AND "IMPLEMENTATION" SECTIONS OF THE PROJECT BE RE-PHRASED AS FOLLOWS:

OBJECTIVES. THE PROJECT WILL PROPOSE ACTIONS AND POLICIES CONCERNING THE PLANNING, MANAGEMENT AND FINANCING OF IMPROVEMENTS TO CRITICAL URBAN SERVICES WHICH WOULD BE UNDERTAKEN AT DIFFERENT LEVELS OF GOVERNMENT TO:

--1. IMPROVE THEIR PRODUCTIVITY IN RELATION TO COST,

--2. IMPROVE THE QUALITY OF THE SERVICE TO THE USER,

--3. ENSURE THAT THE EFFECT OF THE IMPROVEMENT DOES NOT HAVE A DELETERIOUS IMPACT ON OTHER ASPECTS OF THE URBAN ENVIRONMENT.

IMPLEMENTATION. THE PROJECT WOULD BE IMPLEMENTED IN THREE PHASES:

--1. DEVELOPMENT OF CRITERIA FOR SELECTING SPECIFIC CRITICAL URBAN SERVICES, THE PRODUCTIVITY OF WHICH CAN BE IMPROVED:

--A. THROUGH BETTER USE OF EXISTING RESOURCES,

--B. WITH LOW PER CAPITA ADDITIONAL COST,

--C. BY COMBINING THEM WITH OTHER CRITICAL SERVICES FOR MORE EFFICIENT MANAGEMENT.

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--2. ASSESS MEMBER COUNTRIES' EXPERIENCE IN IMPROVING THE PLANNING AND MANAGEMENT OF NO MORE THAN FIVE OF THESE SERVICES AND IN ENSURING THAT SUCH IMPROVEMENTS DO NOT HAVE A DELETERIOUS EFFECT ON OTHER ASPECTS OF THE ENVIRONMENT THROUGH CASE STUDIES CONDUCTED BY INDIVIDUAL CITIES.

--3. PREPARATION, ON THE BASIS OF THESE CASE STUDIES,
OF RECOMMENDATIONS REGARDING POLICY OPTIONS OPEN TO
MEMBER COUNTRIES FOR EFFECTIVE LOW COST IMPROVEMENTS IN
PLANNING AND MANAGING URBAN SERVICES WITH PARTICULAR
REGARD FOR THEIR EFFECT ON THE TOTAL URBAN ENVIRONMENT.

C. LASTLY, WE WOULD REITERATE WHAT MANY DELEGATIONS
FELT IN MARCH; NAMELY, THAT TWENTY-EIGHT MAN MONTHS FOR
THIS PROJECT APPEARS QUITE EXCESSIVE, AND THAT SOME OF

THESE RESOURCES COULD WELL BE SHIFTED TO OTHER PROJECTS
SUCH AS THE ONE ON LAND USE PLANNING. SISCO

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